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People Profile: Catherine Mitchell

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acquisitions responsibilities; how might xml enhance the value and visibility of the scholarly monograph; could the critical edition be better served by a digital format that more closely integrates text and scholarly apparatus? What we had not done, until recently, was approach these problems and opportunities in an organic and systematic fashion. We needed data: where were the emerging fissures in the lifecycle of scholarly communication and how might our joint efforts respond to those gaps in a sustainable and scalable fashion?

Hunting and Gathering: Assessing the Local Publishing Needs of the University

In 2006, Catherine Candee, then Director of Publishing and Strategic Initiatives at CDL, and Lynne Withey, Director of UC Press, embarked upon a project to gauge the publishing needs of UC scholars and to survey scholarly publishing activities across the university system. Candee and Withey interviewed vice chancellors for research, deans, librarians, and faculty at all ten UC campuses; in addition, UC Press and CDL teams collected and analyzed a substantial amount of Web research on active UC publishing programs. Our findings were outlined in an important study, "Publishing Needs and Opportunities at the University of California," sponsored by UC's Systemwide Library and Scholarly Information Advisory Committee. The SLASAC Report, as it came to be known, revealed a significant amount of publishing activity outside of traditional presses. Some of this publishing was happening within the CDL's eScholarship repository, but a good many of these activities were independent of both our organizations. We agreed that facilitating the scholar-to-scholar communication was at the core of both of our missions. Was there a way that we could support these publishing programs? To what extent and in what capacity might they need us?

In response to these findings, the study made five broad recommendations:

1. Establish a university publishing program. Such a program should build upon the existing activities of UC Press and eScholarship, as well as campus-based programs.
2. Create a system for publishing in alternative formats that would include the following components: selection criteria, editorial and technical development, criteria for determining if the project will be sold or made available on an open access basis, marketing and sales strategies, and maintenance and preservation.
3. Work with campuses to establish local services to assist faculty with publishing options, especially technical advice on digital projects.
4. Begin a systemwide discussion of criteria for evaluating work published

against the grain people profile

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BORN & LIVED: Canada, New Hampshire, Missouri, Chicago, London, San Francisco and Oakland.

EARLY LIFE: Disaffected Midwesterner (non-native speaker) who never learned how to pronounce Missouri with a -schwa at the end.

FAMILY: Living in Oakland with my husband and two daughters.

EDUCATION: A.B. in English Literature from the University of Chicago and a Ph.D. in English Literature from UC Berkeley.

PROFESSIONAL CAREER AND ACTIVITIES: Responsible for overseeing the strategic planning and development of eScholarship Publishing Services at the CDL. Launched in May 2000, the eScholarship Program seeks to provide low-cost, alternative publication services for the UC community, support widespread distribution of the materials that result from research and teaching at UC, and foster new models of scholarly publishing through development and application of advanced technologies. In addition to supporting the eScholarship Repository, CDL's publishing services are increasingly offered through collaborative projects with the University of California Press, and are a part of UC's broader effort to ensure a sustainable scholarly publishing system in the service of research and teaching.

IN MY SPARE TIME I LIKE TO: Spend a lot of time at soccer games. When given the opportunity, I enjoy micromanaging my garden.

HOW/WHERE DO I SEE THE INDUSTRY IN FIVE YEARS: Libraries and presses will continue to become more and more interwoven with time. As universities focus on supporting their research enterprise with internal publishing services, presses will find new business models at home — and both libraries and presses will extend their reach to realms of publishing that engage at a collaborative level with faculty as they design new forms of scholarship. 🌱

in nontraditional formats for purposes of tenure and promotion.

5. Analyze the economic issues associated with an expansion of university-based publishing.

These recommendations reflect the strong message Candee and Withey received during their systemwide interviews that "UC faculty would like to see the university play a more active role in blunting the effect of the commercialization of academic publishing, but they will not and cannot risk their own academic lives to make it happen. The university must step in." In other words, it was time for the University to take on some of the responsibility for managing the academic publishing environment. We focused on the concept of the "University as Publisher," and took the report's recommendations as our mandate for a more formalized collaboration.

Benefits of the Harvest: Sustainable Collaboration Planning

Following the report, the CDL and UC Press set out to define this new form of collaboration. Rather than creating a new organizational structure between us, we wanted to describe a set of activities that would extend

the capacity of both organizations to respond to the publishing needs of faculty across the UC system. We hired a consultant and began a business and strategic planning process that forced us to take stock of our organizations' respective goals and priorities. We then explored the strategic benefits and structural hurdles of a formalized collaboration. The opportunities were compelling: extending services to meet the needs of the university, engaging in the problems of tenure/promotion and intellectual property, and developing sustainable business models. The challenges were also considerable: limited resources (increasingly so as the California State budget contracted during our planning phase), distinct publishing agendas, and seemingly incompatible financial structures. The success of our collaboration hinged on finding a model that took neither organization too far afield from its core competencies and strategic plans but, at the same time, enhanced the value of each organization by virtue of its association with the other. We needed to articulate a joint mission, and we needed a roadmap to guide us toward achieving our shared goals.

Engaging in an explicit strategic planning

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